

Date 26 OCT 1979

~~ADMIN - INTERNAL USE ONLY~~

GEN. PALMER

DR. KNOX

THE DIRECTOR OF
CENTRAL INTELLIGENCE

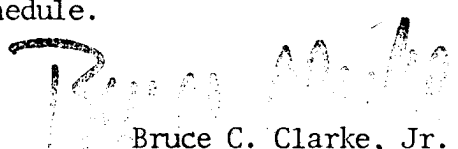
EXEC. SECRETARY

Deputy Director for National Foreign Assessment

26 October 1979

NOTE FOR: The Director
The Deputy Director

The members of the Senior Review Panel have prepared a memorandum examining the various ways we might go in utilizing their services in the future. I forward their memo for your information. The Senior Review Panel recommends that there be a discussion of the options put forward with the members of the Panel taking part. I suggest we plan to do this when you have time on your schedule.


Bruce C. Clarke, Jr.

cc: DD/NFAC
Mr. Lehman
SRP

Attachment:
NFAC 5812-79

~~ADMIN - INTERNAL USE ONLY~~

NFAC 5812-79
26 October 1979

Memorandum for DD/NFA

Subject: Options Pertaining to the Future Use of the
Senior Review Panel in the Context of the
Impending Reorganization of NFAC

In response to your request, our views on the subject follow.

Background

The Senior Review Panel was created in the latter part of 1978 to provide "an independent, collegial, and substantive review of major intelligence products of both the Intelligence Community and NFAC." The DCI's primary motivation in establishing the Panel apparently was to improve the quality of finished intelligence and its usefulness to policymakers. Additionally, as stated in the Panel's charter of 11 December 1978, the Panel was to assist in the review of upcoming products under preparation, conduct post-audits, assist in overall production planning, and make recommendations as deemed appropriate for the improvement of the overall intelligence process.

The Panel became operational in November 1978 with two full-time members. It now has three members, its third member becoming available on a full-time basis in June 1979. As a group, they are unique within the Agency because of their broad experience and background gained in long government and academic service.

New Organizational Arrangements

Shortly a new organization will be established within NFAC--the National Intelligence Council (NIC), consisting of the NIOs with a Chairman and Vice Chairman, together with substantive drafting and administrative staffs. Under this organization, a somewhat different concept of operations is

Subject: Options Pertaining to the Future Use of the
Senior Review Panel in the Context of the
Impending Reorganization of NFAC

visualized for the NIOs with respect to their roles in producing national intelligence. Specifically, more collegiality among NIOs in planning, preparing and reviewing intelligence products is intended and for this purpose, there would be, in addition to the regional and "military" NIOs, a few "NIOs without portfolio" chosen for "their broad background and general substantive understanding". The relationship of the Senior Review Panel to the new Council and the role of the Panel, as a collegial group, or as individuals, have not yet been decided. This paper addresses possible options.

Options

Option I - Use Within NFAC

A. Continue to use SRP as an independent Panel under current or modified procedures.

Pro - Provides an independent review of both interagency and NFAC products, as well as NFAC production plans and procedures.

- Permits DD/NFA to use Panel on current and long-range problems.
- Retains unique attributes of SRP.
- Provides direct access to DD/NFA, the responsible official who must act on Panel recommendations.
- SRP remains available to DCI and DDCI for special studies.

Con - Entails an additional review process, further complicating procedures and possibly resulting in delays.

- Panel's usefulness in part hinges on DD/NFA's willingness to implement Panel recommendations he accepts.

Subject: Options Pertaining to the Future Use of the
Senior Review Panel in the Context of the
Impending Reorganization of NFAC

B. Abolish SRP and use its members as NIOs without portfolio.

Pro - Avoids complicating collegial review process envisioned in the NIC concept.

- Direct involvement in the production process could enhance ability of SRP members to provide appropriate advice on a realistic basis.
- Allows use of SRP members on intelligence efforts that require generalist competence.

Con - Forfeits heretofore desired "outside", objective review of intelligence products.

- Only partly exploits the special attributes of Panel members.

C. Combination of options A and B; i.e., use members as NIOs without portfolio and in addition, use them as a group for special projects, for example, the review of interagency production plans.

Pros and Cons - Same as B above.

Option II - Attach SRP to DCI or DDCI

A. Use SRP to review national intelligence in final production stages, or after-the-fact, evaluate its quality and scope, and develop a feedback mechanism which would help improve the quality and utility of both Community and separate agency products in the future.

Pro - Provides an independent review and evaluation function which does not currently take place.

- Continues to use unique attributes of Panel.

Subject: Options Pertaining to the Future Use of the
Senior Review Panel in the Context of the
Impending Reorganization of NFAC

Con - Fails to provide an independent review of
intelligence work in progress except in final
stages.

- Panel is farther removed from operating components.
- Usefulness of Panel's evaluation and feedback
system depends on the attention and actions
taken by the DCI (or DDCI).

B. Use SRP as a senior staff arm to carry out such
studies as the DCI (or DDCI) may direct. (These might involve,
for example, forward planning, current intelligence matters,
collection-analysis relationships, evaluation of published
estimates, and post-mortems.)

Pro - Provides the DCI (or DDCI) with an independent
review and evaluation capability, readily available
to him as the need arises.


- Strengthens staff resources available to DCI and DDCI.
- Continues to use unique attributes of Panel.


Con - Fails to provide a continuous, independent, and
qualitative review of national intelligence either
in progress or after-the-fact.

C. Combination of A and B above; pros and cons are
largely the same.

Recommendation

We recommend that you discuss these options with the
DCI and the DDCI with the Senior Review Panel participating.


Bruce Palmer, Jr.


WL
William Leonhart
(in draft)

cc: Dick Lehman